

Regional Homelessness: Housing Category

The purpose of this document is to offer a range of actions communities can consider as they participate in the regional response to homelessness. Additional refinement to these tactics will include measurable outcomes and the identification of possible funding sources and partners as the action plan is developed, refined with stakeholder input, and offered for action in the fall of 2021.

The document includes both strategies and draft tactics for consideration. The strategies were adopted by the MAG Regional Council on May 26, 2021, with additional support from the MAG Management Committee, the MAG Human Services Community Initiatives Committee, and the Maricopa Regional Continuum of Care Board. Local providers and key stakeholders participated in weekly strategy sessions to propose the following draft “tactics” (next steps) as options for implementing each strategy. These tactics will be reviewed at the June 10 Capstone Event and further refined with continued, collaborative stakeholder input.

As the draft tactics are reviewed, please consider the following questions:

- Which of these tactics are underway now?
- Which resonate the most with you?
- How might you help move these tactics forward?
- What are we missing?

Lead agencies are noted as applicable for each strategy when the work is already underway. If the work is not yet underway, lead agencies will be identified as part of the process to develop the action plan.

Strategy/Lead	Potential Tactics
Increase Affordable Housing , particularly for Extremely Low Income (ELI) households	<ul style="list-style-type: none">• Adopt a shared regional goal for development of new ELI units that will adequately meet the need, including overall number of units and unit sizes for different household compositions.

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	<ul style="list-style-type: none">• Develop local processes to accelerate ELI development/preservation at all steps of the development pipeline, including public-private partnerships and housing accelerator funding.• Expedite site identification by applying the siting study, racial equity analysis, and asset map to ensure geographic dispersal, racial equity, and access to transportation and services.• Coordinate the disparate funding streams that together can support significant scaling of affordable housing development and rehabilitation over the next five years in line with the regional goal.• Establish a regional campaign to build community support for ELI development in addressing homelessness to ensure buy-in and expedite scaling of supportive housing to meet the local need.• Consider partnering with state/cities to lease government owned land (instead of selling it) and use the leasing funds to increase housing opportunities for tenants with lower incomes.• Integrate strategy with state and local policies including leveraging the Qualified Allocation Plan (QAP) to increase set-asides and coordinated advocacy for state tax credit policies that will improve resource availability for ELI development and rehabilitation.• Coordinate with the strategy focused on a COVID-19 Rehousing investment plan and consider how the strategy might intersect with prevention assistance and landlord engagement efforts.
Coordinate Funding such as COVID-19 Relief Funds and Others to Support Implementation of the Regional Homelessness Strategies	<ul style="list-style-type: none">• Map out efforts by cities thus far to seek and implement COVID-19 funding.• Establish a planning team, including representatives from municipalities across the region, that can centralize coordination to ensure funds address the most important gaps and that they are obligated and used in time.• Use the HUD Coordinated Investment Planning tool and other data to evaluate resources and opportunities.• Develop a coordinated process to rapidly rehouse households that are in temporary housing or hotels, particularly those whose placement is temporary during the pandemic.

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	<ul style="list-style-type: none">• Map out deadlines and requirements set by funders (including municipal governments) for use of funds, including documenting when people need to be moved in and out within a contract period, if funding is one-time or needs to be renewed, etc. Where there is flexibility, work with funders to adapt deadlines and requirements.• Coordinate the strategy with the efforts focused on increasing affordable housing for ELI households, and consider how the strategy might intersect with the strategies addressing cross-sector partnerships, a housing flexible funding pool, landlord engagement, bridge housing, and racial equity data and analysis.
<p>Create a Regional System for Landlord Engagement</p> <p>Lead: Maricopa County</p>	<ul style="list-style-type: none">• Seed a centralized landlord incentive program that includes risk mitigation and addresses racial inequities in voucher acceptance and access to housing, including the rollout of the Maricopa County plan for a Regional Landlord Engagement initiative.• Streamline outreach, messaging, and incentive/mitigation policies across the region, ensuring alignment between provider agencies and avoiding confusion for landlords.• Coordinate a regional outreach plan that facilitates landlord engagement at multiple levels, building on existing approaches used by groups such as the Arizona Housing Coalition, including holding regional landlord fairs, targeting landlord groups and gatherings to develop partnerships, developing a network of landlord champions who can talk about their experiences, partnering with provider agencies, and training direct service providers and others working closely with landlords to apply the most effective landlord engagement approaches.• Increase use of master leasing strategies for provider agencies to lease large homes and other housing, and then sublease to clients exiting homelessness, reducing risk to the landlord.• Coordinate the strategy with the efforts focused on increasing affordable housing particularly for ELI households and the COVID-19 Relief Funds. Identify intersections with the strategies addressing prevention assistance, diversion, a housing flexible funding pool, and racial equity data and analysis.

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<p>Expand and Coordinate Housing Flexible Funding Pool Initiatives to Support Providers in Meeting the Unique Needs of their Clients</p>	<ul style="list-style-type: none">• Build upon local successes, such as the Arizona State Wildfire utility assistance fund and the Howard Epstein Housing Fund, by scaling areas of greatest impact and developing new resources to fill gaps and coordinate regionally. In 2019, the Quicken Loans Flex Fund, in partnership with the Maricopa Regional Continuum of Care, supported veterans in need of one-time financial assistance to exit homelessness into permanent housing.• Coordinate available resources and develop seed funding, including from multisector partners such as managed care organizations (MCOs) and philanthropic partners, leveraging public funds with private investments.• Identify a coordinating entity that can support the implementation process and data collection and outcomes analysis that can build buy-in and support for ongoing funding.• Develop program protocols that are streamlined, create regional consistency, advance racial equity, and focus the program on filling the gaps where other resources fall short or do not exist while maintaining flexibility to address unique participant needs.• Establish metrics that monitor impact and effectiveness in advancing equitable outcomes.• Involve community providers and people with lived experience of homelessness in developing the program to help identify the common barriers to housing that flexible funding can overcome.• Coordinate the development of a flexible funding pool initiative with other priority strategies, including cross-sector partnerships to coordinate resources, landlord engagement, and prevention/diversion efforts. In particular, use the knowledge developed in these other strategies to inform the development of who is eligible for the fund, and what the fund will cover.
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